



Memorandum

TO: George M. Burgess
County Manager

DATE: April 30, 2004

FROM: Angela Gittens
Aviation Director

A handwritten signature in black ink, appearing to be "AG", is written over the name "Angela Gittens".

SUBJECT: Aviation Department
Quarterly Performance
Report

Attached please find the Departmental Quarterly Performance Report of the Department of Aviation, for the period of FY 2003-2004 – 2nd Quarter.

Attachment

Cc: Bill Johnson, Assistant County Manager
Steve Baker
Miguel Southwell
Raul Maristany



Departmental Quarterly Performance Report

Department Name: Aviation

**Reporting Period:
Fiscal Year 2003-2004
2nd Quarter**

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Departmental Quarterly Performance Report

Department Name: Aviation

Reporting Period: FY 2003-2004 2nd Quarter

MAJOR PERFORMANCE INITIATIVES

Project Name and Number:

ECC 816; TP 6: Conduct two customer surveys per year.

Status: Accomplished.

The first of two customer service surveys have been conducted for the current fiscal year. Reports have been completed and Department review and acceptance is scheduled for April 8, 2004. The second survey is on track to be completed by July 2004.

☐ Strategic Plan
☒ Business Plan
☐ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☒ ECC Project
☐ Audit Response
☐ Other _____
(Describe)

Project Name and Number:

ECC 820; ES 8: Reduce undisputed delinquent accounts receivables to the levels of the established monthly targets.

Status: Accomplished.

Outstanding accounts receivable over 30 days, adjusted for item subject to legal collection action, bankruptcy, payment plan, or collection agency processing, decreased from \$2.430 million in Sept. 2003 to \$2.293 million in March 2004.

☐ Strategic Plan
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☐ Other _____
(Describe)

Project Name and Number:

ES 9: Maintain Commercial Operations sales per enplaned passenger at the levels of the established monthly targets for FY 03-04, in conjunction with the plan construction.

Status: Accomplished

Month	Commercial Gross Sales per	
	Enplaned Passenger	
	Target	Actual
Jan. 04	\$15.10	\$13.86
Feb. 04	\$11.92	\$14.49
Mar. 04	\$13.37	\$14.22

☐ Strategic Plan
☒ Business Plan
☐ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☐ ECC Project
☐ Audit Response
☐ Other _____
(Describe)

Project Name and Number:

ES 9: Achieve a program that stays within the cost of \$15.94 per enplaned passenger.

Status: Accomplished.

Month	Cost/Enplaned Passenger
Jan.. 04	\$12.40
Feb. 04	\$11.93
Mar. 04	\$10.93

☐ Strategic Plan
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☐ Audit Response
☐ Other _____
(Describe)

Departmental Quarterly Performance Report

Department Name: Aviation

Reporting Period: FY 2003-2004 2nd Quarter

Project Name and Number:

TP 6: Maintain a maximum door response time of five minutes from the time of dispatch.

Status: Not accomplished.

<u>Month</u>	<u>Percent of calls over 5 minutes</u>
Jan. 04	27%
Feb. 04	27%
Mar. 04	15%

Responses over 5 minutes are due to minimum staffing; simultaneous dispatch to unattended bags and door alarms; and delays at passenger screening checkpoints when attempting to access concourse while responding to door alarms.

It should be noted that there has been a 41% decrease in the actual percent of responses over 5 minutes from the last quarter. This has been accomplished by Security & Safety re-evaluating the air carrier flight schedules and the resulting re-deployment of Security & Safety staff; conducting staff meetings to reinforce the importance of immediate response to door alarms; and requiring a written report for every door alarm response over 5 minutes.

Further reduction in the percent of alarm response over 5 minutes is expected with the implementation of repositioning response personnel to the AOA and putting them in a motor vehicle to respond to alarms, without having to clear TSA security. Completing the upgrade of the access control system, which will eliminate most false alarms and centralize the response capability, will also assist in meeting this performance objective.

☐ Strategic Plan
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☐ Other _____
(Describe)

Project Name and Number:

TP 6: Reduce Clearance of unattended bags to an average of 12 minutes.

Status: Accomplished.

<u>Month</u>	<u>Average Clearance Time (minutes)</u>
Jan. 04	10
Feb. 04	8
Mar. 04	7

☐ Strategic Plan
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☐ Other _____
(Describe)

Departmental Quarterly Performance Report

Department Name: Aviation

Reporting Period: FY 2003-2004 2nd Quarter

<p>Project Name and Number: TP 6: Perform a minimum of 1500 Challenge/Compliance test per month.</p> <p>Status: Accomplished. Achieved an average 3,108 compliance tests per month.</p>	<p><input type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>
<p>Project Name and Number: TP 6: Maintain an overall Challenge/Compliance rate of a minimum of 90% with TSA and Airport Security Program (ASP) regulations.</p> <p>Status: Accomplished. Achieved 99 % Terminal Access Point Compliance rate.</p>	<p><input type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>
<p>Project Name and Number: ES 9: Maintain current overall crime rate, with specific attention to auto theft and larcenies, at or below 2002 cal. year level (1,229 incidents).</p> <p>Status: Accomplished. At the end of this quarter, the overall crime rate was down 8% from 2002.</p>	<p><input type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>
<p>Project Name and Number: ES 9: Develop a Master Plan to reduce Volatile Organic Compound (VOC) by 10% prior to Sept 30, 2010.</p> <p>Status: Accomplished milestone targets established for this quarter Established baseline and evaluated reduction achieved to date.</p>	<p><input type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>
<p>Project Name and Number: ES 9: Maintain the ISO 14001 certification for the Aviation Fuel Facility by April 1, 2004.</p> <p>Status: Not Accomplished. Due to conflicting schedules the certification was delayed 15 days. It will be accomplished in April 2004.</p>	<p><input type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>

Departmental Quarterly Performance Report

Department Name: Aviation

Reporting Period: FY 2003-2004 2nd Quarter

<p>Project Name and Number: ES 9: Secure ISO 14001 for Maintenance by September 2004.</p> <p>Status: Accomplished. Milestone targets established for this quarter. Finalized Standard Operating Procedures, trained employees, and finalized ISO objectives and targets. Conducted management reviews as required.</p>	<p>___ Strategic Plan <input checked="" type="checkbox"/> Business Plan ___ Budgeted Priorities ___ Customer Service ___ Workforce Dev. ___ ECC Project ___ Audit Response ___ Other _____ (Describe)</p>
<p>Project Name and Number: TP 6: Improve customer survey rating by 10% by July 2004.</p> <p>Status: N/A Ten percent rating improvement not due until July 2004. Launched airport-wide Customer Service Reward and Recognition program on March 29, 2004.</p>	<p>___ Strategic Plan <input checked="" type="checkbox"/> Business Plan ___ Budgeted Priorities ___ Customer Service ___ Workforce Dev. ___ ECC Project ___ Audit Response ___ Other _____ (Describe)</p>
<p>Project Name and Number: ES 9: Increase cargo space occupancy rate by 5% to 95%, with a projected \$1.05 million additional revenue by September 2004.</p> <p>Status: Accomplished Phase I of this 2-phase project to conduct a cargo situation analysis with recommendations has been completed and a draft report has been delivered. Formal presentation to senior management is scheduled for April 12, 2004.</p>	<p>___ Strategic Plan <input checked="" type="checkbox"/> Business Plan ___ Budgeted Priorities ___ Customer Service ___ Workforce Dev. ___ ECC Project ___ Audit Response ___ Other _____ (Describe)</p>
<p>Project Name and Number: ECC #544; ES 3: Inventory Bar-coding for inventory control. Implement bar-coding system to support daily cycle counting for improved inventory control.</p> <p>Status: Not Accomplished. Did not accomplish established milestone target Scope has been developed. Specification development has been temporarily put on hold, due to anticipated award of a contract, which will enable us to purchase system without having to go out for Bids.</p>	<p>___ Strategic Plan <input checked="" type="checkbox"/> Business Plan ___ Budgeted Priorities ___ Customer Service ___ Workforce Dev. <input checked="" type="checkbox"/> ECC Project ___ Audit Response ___ Other _____ (Describe)</p>
<p>Project Name and Number: ES 5: Implement Succession Planning and Management Professional Development Program.</p> <p>Status: Not Accomplished Did not accomplish milestone targets established for this quarter. Senior management is about 50% in completing the assessment and development plans for all direct reports. Expect to complete them during 3rd quarter of FY 03-04.</p>	<p>___ Strategic Plan <input checked="" type="checkbox"/> Business Plan ___ Budgeted Priorities ___ Customer Service ___ Workforce Dev. ___ ECC Project ___ Audit Response</p>

Departmental Quarterly Performance Report

Department Name: Aviation

Reporting Period: FY 2003-2004 2nd Quarter

	<input type="checkbox"/> Other _____ (Describe)
Project Name and Number: ES 9: Bid & Award Phase not to exceed 180 calendar days for Invitation to Bid (ITB) by Sept. 2004. Status: N/A We are working on streamlining and enhancing the process to reduce the total number of days to award an Invitation To Bid by fiscal year end.	<input type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)
Project Name and Number: ES 9: Obtain one additional domestic low-fare carrier by Sept. 2004. Status: N/A Not due until September 2004. Two presentations made to low cost carriers so far this fiscal year.	<input type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)

Departmental Quarterly Performance Report

Department Name: Aviation

Reporting Period: FY 2003-2004 2nd Quarter

PERSONNEL SUMMARY

A. Filled/Vacancy Report

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	1602	1859	1621	240	1612	247				

* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

Notes:

B. Key Vacancies

One Deputy Aviation Director: Capital Improvement Program (CIP)

One Manager: Technical Support

C. Turnover Issues

None

D. Skill/Hiring Issues

Signage Design Engineer – difficulty in finding applicants with five years of experience in the design, development, and implementation of a major facility signage systems by advertising in the local newspapers. In an effort to broaden the applicant pool, we advertised locally, with the AAAP, in the Aviation Daily, and the Aviation Weekly.

Deputy Aviation Director – we are in the final stages of negotiations with the Executive Search Firm to fill this position.

E. Part-time, Temporary and Seasonal Personnel

(Including the number of temporaries long-term with the Department)

Part-time: 47; Seasonal : 0; Temporary: 11 . Total = 58 as of March 2004.

F. Other Issues

We are in a selective hiring freeze to meet our target for cost per enplaned passenger of \$30 by 2015.

Departmental Quarterly Performance Report
Department Name: Aviation
Reporting Period: FY 2003-2004 2nd Quarter

FINANCIAL SUMMARY

Reporting Period : March 31, 2004 –2nd Quarter (Preliminary & Unaudited)

Operating Revenue and Expenditures Activity (Preliminary & Unaudited)
(In Thousands)

	Prior Year	FY 2003-04						
	Actual	Annual Budget	Quarter 2 nd		Year -to-Date			End of Year
			Budget	Actual	Budget	Actual	Variance %	Projection
Operating Revenue								
Aviation Fees and Charges	\$ 286,704	\$ 299,434	\$ 75,544	\$ 79,009	\$ 147,838	\$ 151,000	2%	\$ 294,078
Commercial Operations	171,988	149,221	43,312	49,426	82,393	92,354	12%	158,221
Other Income	32,885	10,467	4,581	2,312	9,162	2,599	-72%	13,717
Total Operating Revenue *	\$ 491,577	\$ 459,122	\$ 123,437	\$ 130,747	\$ 239,393	\$ 245,953	3%	\$ 466,016
Operating Expenditures **								
Salaries and Fringes	\$ 121,192	\$ 124,060	\$ 37,878	\$ 37,584	\$ 79,581	\$ 78,002	-2%	\$ 158,281
Other Operating Expenses	197,338	191,812	41,921	32,088	82,682	67,252	-19%	164,976
Capital	268	531	537	34	1,074	153	-86%	2,147
Total Operating Expenditures *	\$ 318,798	\$ 316,403	\$ 80,336	\$ 69,706	\$ 163,336	\$ 145,407	-11%	\$ 325,404
Net Operating Income	\$ 172,779	\$ 142,719	43,101	\$ 61,041	\$ 76,056	\$ 100,546	32%	\$ 140,612

* Total operating revenue and expenditures does not include transfers to/from other funds.

** Expenditures are reported by category (personnel, operating and capital)

Equity in Pooled Cash
(In Thousands)

	Prior Year	Actual (Preliminary) at Year-end as of			
	Year End	Quarter 1	Quarter 2	Quarter 3	Quarter 4 ****
Fund/Subfund					
Aviation Department	\$ 49,685	\$ 61,552	\$ 72,305	\$ 46,331	\$ 20,357
Total	\$ 49,685	\$ 61,552	\$ 72,305	\$ 46,331	\$ 20,357

Note: Quarterly projections are based on a seasonality factor of the the approved rather than the adopted budget as originally requested of this schedule


Departmental Quarterly Performance Report
Department Name: Aviation
Reporting Period: FY 2003-2004 2nd Quarter

STATEMENT OF PROJECTION AND OUTLOOK

Operating revenues continue to exceed budget and operating expenses continue to be less than budget, leaving net revenues 32 % above budget. Operating revenues trends are expected to continue, however operating expenses are expected to increase during the second half of the fiscal year. Net revenues are still expected to exceed budget

DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.



Angela Gittens
Aviation Director

Date 4/30/04